



**Access to State Government Information
Solutions Work Group Marketing Committee**

Meeting: February 16, 2004

Present: Cathy Martin
Becky Irwin
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Kristin Martin
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Approach to the meeting: We considered the committee goal: obtain and ensure buy-in, support, commitment and compliance. As a framework, we used the “Eight steps to Transformation” (Kotter, John P. “Leading Change: Why Transformation Efforts Fail, *Harvard Business Review* vol.73 no.2 (1995): 59-67.):

1. Establishing a sense of urgency
2. Forming a powerful (guiding) coalition
3. Creating a vision
4. Communicating the vision
5. Empowering other to act on the vision
6. Planning for and creating short-term wins
7. Consolidating improvement and producing still more change
8. Institutionalizing new approaches

Role of committee:

1. advocacy (eventual)
2. Input into solutions building
3. Provide content and information for solutions development feedback
4. Lead the charge!

The committee considered the different stakeholders in the ASGI project and how to meet our goal for each of the stakeholder groups. The following matrix represents the role of each of the four stakeholders.

• Stakeholders	• Benefits/Positives	• Challenges/Negatives	• Expected Result	• Approach
Public <ul style="list-style-type: none"> • the ultimate users • individuals • media • business • government 	Public (General) <ul style="list-style-type: none"> • Has clout to sway GA • Best advocates • Knowing public use and how they search will help us develop solutions that they will support Media <ul style="list-style-type: none"> • Carries weight and reaches lots of individuals • Agencies take media seriously • Has legal resources, causes decision makers to pay attention 	<ul style="list-style-type: none"> • Easier to communicate to the media, more difficult to communicate to individuals • Media could be negative – e.g. state government is inept and wasteful • Difficult to communicate with and ascertain public's priorities • May not be information savvy • Public may be fickle, many competing interests • Other government issues take higher priority – no sense of urgency 	<ul style="list-style-type: none"> • Get public enthusiastic and supportive of program to advocate to decision makers • Use knowledge of public needs in solutions development 	<ul style="list-style-type: none"> • Find out about public needs through state agency PIOs and librarians. • Collaborate with the State Library marketing and use survey • Go through the NCAGIO to reach PIOs • Query depository/public librarians on the use of state government information • Wait before approaching media to avoid potential backlash
Information Provides (Agencies) <ul style="list-style-type: none"> • PIOs • Agency IT staff • Content creators 	<ul style="list-style-type: none"> • Win/Win situation – agencies provide information, we provide permanent public access • Improve morale by gaining input and participation by information providers 	<ul style="list-style-type: none"> • Varying priorities and views • Difficult to reach people in control • Agencies have internal control/organizational issues that need to be addressed before they can work cross-agency • Difficult to locate digital information and determine responsibility • No current standards or requirements • Confusion over current policies and practices affects compliance • High turnover rate 	<ul style="list-style-type: none"> • Input into solutions development to facilitate compliance • Assistance in affecting change at legislative/agency level • Continuity in knowledge, commitment & compliance • Ground-up influence – internal change works in conjunction with top-down directives 	<ul style="list-style-type: none"> • Form a state coalition that could assist agency personnel in facilitating change • Keep agency staff involved in ASGI workgroup • More proactive role of State Library or other institution managing digital information, rather than placing burden on agencies (e.g. records analyst model with one-on-one contact)
Information Facilitators <ul style="list-style-type: none"> • Librarians • Data Specialists • ITS • Archivists • IRMC 	<ul style="list-style-type: none"> • Access/Preservation is area of expertise • Link between providers and users • Can develop enterprise-wide solution • Cost-savings to share solutions • Could provide best practices 	<ul style="list-style-type: none"> • Difficult to reach consensus on plan of action • Different priorities • Lack of credibility with decision makers • Distrust and misunderstanding between information facilitators – very territorial 	<ul style="list-style-type: none"> • Come together to achieve the same goal for an enterprise solution • Lead the charge to gain recognition, support, and commitment 	<ul style="list-style-type: none"> • Create coalition of facilitators to gain respect and ear of decision makers – look for innovators in each area to help foster coalition • Establish sense of urgency without creating alarm • Facilitate plan of action & get support • Get involved in state portal comm.

Decision Makers <ul style="list-style-type: none"> • State agency officials • IRMC • General Assembly • Governor 	<ul style="list-style-type: none"> • Hold the purse strings • Have power to legislate and regulate • Provide top-down approach to change • Instrument for fundamental change 	<ul style="list-style-type: none"> • Volatile political environment – state officials have high turnover, differing priorities • May not want transparency of gov't • Need a lot of educating • Difficult issue to sell to constituents to justify the money • May be resistance to unified plan of action, both within executive branch & between 3 branches of government 	<ul style="list-style-type: none"> • Support for plan and implementation of the plan, which could include <ul style="list-style-type: none"> • legislation • financial support • reorganization of existing entities • new job descriptions 	<ul style="list-style-type: none"> • Find champions among decision-makers, through lobbyists and/or media • Find champions on Gov Ops or JSCIT • Work first from the ground-up, from agency PIOs to senior officials • Possible legislative study • Possible executive order
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Marketing Committee Recommendations

1. Work with the State Library Marketing Project to find out more about user needs (Bonnie).
2. Additional survey on user needs through depository librarians, state library, and/or state agencies.
 - a. Provide input for solutions and building a base advocacy and support.
3. Get involved in the State Portal Committee.
 - a. Build up relationship with ITS.
 - b. Improve credibility of library and information specialists.
4. Investigate formation of a Task Force (executive order or legislative study – Cathy will research more on legislative studies).
5. Develop a case for a sense of urgency.
 - a. Look beyond the state for stories of loss and destruction, or anecdotal stories.